**Q: How would you describe the different connection strengths between retail use and the five retail types?**

**Participant 151** 09:02

I'm not telling you anything new when I say that there's no grocery stores in Flint. Okay, I know you've already heard that. And there's a lot of convenience stores, and we know that's not the best place to buy your food. I feel that and I also feel that our farmers market. Most of the people are resellers there. They are not growing, they're not farmers and there's a lot of non non food businesses there as well. And I think there's one, let me say one, two I would say the indoor market has two vendors that are selling locally grown products. One of them is a co operative, and the other one, well, technically they're resellers too, but they're reselling locally grown food, okay, so there's only two. And I think there's a huge education component missing. I'm shocked at how much people think these, the individuals that they buy from at the market are actually growing it.

**Participant 151** 10:20

And people that aren't bozos that I've heard say something, I think it was one time, pineapples, they're going "pineapples don't grow in Michigan," there's a huge education component missing. And also, people, individuals want price to so it's- income is an issue in Flint, we know that and they just want to get whatever food they can get to something to stuff in their bellies, that isn't going that they can get for the best price, which doesn't mean it's a good product that provides nutrition or anything like that.

**Participant 151** 10:58

And you know, the connection between what you eat and your health. You know, so a lot of people in Flint are shopping at convenience stores. Yes, there are grocery stores. How are they going to get there if they don't have a car? And if it's outside of Flint buses don't go outside of Flint. I think there's one that goes to Walmart and Burton now if I'm not mistaken. So I see, I see. Well, I have some dreams, you know, I have some dreams. What else do I want to say here? Okay, well, what am I- what's the big deal about restaurants in here?

**Interviewer** 11:51

Yeah, sorry. I'm just catching up. So I want to clarify really quickly, on a couple of things. Firstly, sort of what I heard from sort of your, your personal and professional experience, I would, you know, would you say that you have more experience with sort of the production and the retail side of things than emergency and supplemental?

**Participant 151** 12:18

I have more experience with production. In terms of dealing with farmers, now with my job, and when I was doing, when I would be doing those local food events, I was dealing directly with the growers. And there's, in terms of the grocery stores, there's really, you know, it's just what they're buying from the distributor, the grocery stores, really, unless it's a specialty grocery store isn't providing, you know, locally grown items. And there's not very many restaurants doing that either. There's probably two restaurants, two in Flint. Two, maybe three, that I would say, purchase local.

**Participant 151** 13:18

And several that I'm working with one's a very small restaurant outside of Flint, and they buy every week, they don't buy a lot. And then another one, I think it's a big restaurant, but I think what he's doing is he's only using it for catering. He's not using us to supply the restaurant on a week to week basis at all. And, you know, when I met with the restaurants, I asked them, you know, who their suppliers are and what we might be able to provide for them. But nothing's ever panned out from that. But yeah, I think I've always felt education is a big missing component. And, you know, we've got now, never mind jumping ahead of myself, I'm thinking about partnerships.

**Interviewer** 14:14

We can talk about things in any order. I maybe want to back up slightly. Just because as I'm, as you see me sort of going through and making these connections, I want to make sure that you're able to sort of double check my work and make sure that this is accurate to your understanding of what's going on. So the two things to really pay attention to here are the you know, if it's a positive or negative connection, so a blue or an orange connection. So positive means that if one goes up, the other one will also go up. So here's sort of the education piece that you're talking about that you're like, people don't know What's local and what's not local? So I've sort of connected that to people's decision to buy stuff at the farmers market from local production versus resell it. So if people have a better understanding of what's local, then they would purchase more from local production.

**Participant 151** 15:20

But along with knowing whether it's local, they need to know the benefits of why too, why is that better?

**Interviewer** 15:27

Yeah, for sure. And, definitely, and so then, if they don't have that understanding there, then they would be more likely to purchase from resellers so less understanding more resellers, more understanding more local connection. So that's how it's a blue, a positive for one, and then an orange a negative for another. So like here, you know, when there's more grocery store closures, there's less grocery stores, right? Like, it's, that's sort of like what it means to have a positive or a negative relationship. And the other one is connection strength, so we can talk about it and sort of, you know, basically saying, like, how impactful is one thing on another, and we can talk about as sort of a weak, a medium or a strong relationship. And so you were saying here, like, I put that as sort of like a medium strong relationship, that there been a lot of grocery store closures, which just led to not very many, and sort of a stronger relationship here that you said, People use convenience stores a lot and like a pretty weak relationship here that you're like, not a lot of local restaurants, very, very few are using sort of like locally produced food. So that's sort of the other decision that we're making is sort of, you know, is it positive? Or is it negative? And is it weak? How strong is this relationship? So as you guys are gonna map this, I just want you to, because this is really your map, your understanding, definitely have lots of ownership at it, you can see me doing something like I wouldn't word it like that. I wouldn't connect it like that. I don't think that's, that's accurate. Please let me know, I really want to just map because as accurate as possible to your understanding.

**Participant 151** 17:09

Yeah, I mean, it would be lovely if the convenience stores could strengthen what they supply, you know, besides a few bananas and apples up at the checkout stand? Because if that's if that's easy for people to get to, and a place that they would regularly go, if we can get that food in the convenient stores, and the people are buying it, that would be helpful to them. So how do we strengthen that? And increase that?

**Interviewer** 17:49

And we will be talking about what we're calling leverage points like these opportunities to change something about the system a little bit further into the conversations. I wrote it down, because it is an opportunity for a change in the system. That would be [inaudible] yeah, so I'm gonna go through and add in a couple of these connections that I recall you talking about? So one that I just mapped out is sort of as you're talking about, you know, convenience stores, the food in there is not very nutritious. And something we talked about is that, you know, this unhealthy food is pretty cheap. And I sort of

**Participant 151** 18:32

Want to fill their bellies.

**Interviewer** 18:34

Right, yeah. So that both of these factors maybe impacts healthy food choices that you know, it's easier to buy the cheap stuff so when it's things are- when nutritious foods are more affordable than maybe you'd- when things are not affordable, you're gonna make less healthy food choices that will be positive.

**Interviewer** 19:02

Does that feel like a good summation of these things that you're talking about? Is there anything else you'd like to add or change about what we have so far?

**Participant 151** 19:16

No, I don't think so.

**Interviewer** 19:18

Awesome. The next thing we might do is decide some of these connection strengths that still have question marks and retail. You know, so we have grocery stores is sort of medium, but you know, it's impacted by grocery store closures and people's access to transportation. Convenience stores is a bit higher, also impacted by transportation. How would you describe sort of the connection strengths of retail to farmers markets? You know, do you- how often do you think people are buying their food from the farmers markets or anything else that is sort of directly from producers in one way or another?

**Participant 151** 20:03

So okay, how do I think they're using the farmers market? Is that what you're asking me? I'm having a hard time.

**Interviewer** 20:12

Yeah. So like, how much do you think people are using the farmers market basically.

**Participant 151** 20:19

I really don't know how to answer that question. I don't know. I wouldn't, I wouldn't know how to guesstimate where, you know, if you asked me where people are buying most of their food, are they buying it from a convenience store, the farmers market or what. I don't know how to answer that question.

**Interviewer** 20:39

Okay, definitely.

**Participant 151** 20:40

But I know, just historically, the farmers market has been around for such a long time that I'm sure there's a good following.

**Interviewer** 20:55

So if you're comfortable with it, I could put it as sort of like maybe like a weak medium of that is like maybe a dedicated consumer base but you know, it's not necessarily where people are getting the majority of their food.

**Interviewer 2** 21:11

Can you say a little bit about the following? You said it was because they've got a good following.

**Participant 151** 21:19

Well, just think the farmers market has been around for such a long time, that they have a lot of dedicated customers, I think, and that they just continue to go there. But again, most everybody that's a vendor at the farmers market is a reseller, they're getting it from the Eastern Market or someplace and then coming to Flint. It would be lovely to have a farmers market that was really only farmers. And they did try this past summer. The market is open three days a week. And we do have an outdoor pavilion in addition to inside.

**Participant 151** 22:01

And this past summer, they dedicated Tuesdays only outside under the pavilion from like, I don't remember eight to one or nine to one and that was local growers only. I don't honestly know how successful it was. When I was there a few times there were a lot of people there were and they didn't have tons of stuff. I do remember somebody on the end, though, he got a lot. But again, he was also he wasn't growing everything he sold, but he got it from other farmers. He didn't go to the Eastern Market to get it or what have you. So I believe they are going to be doing that again this year. But in the past, they were supposed to be identified as local and if that never worked out, and I think that was you know, they never provided the things that the growers never got what they were told they were getting to identify them as local growers from everybody else that was there. So I think that they've switched from what we're going to just give our local growers Tuesdays from until one o'clock to have the pavilion to themselves.

**Interviewer 2** 23:34

Thank you.

**Interviewer** 23:39

Yeah, and another one we could talk about is if you have any thoughts about how much people are purchasing meals from chain restaurants versus local restaurants, or we could kip that if you like.

**Participant 151** 23:56

My guess— you're talking about the general public, I would say probably chain restaurants. But if you're, you know, people that are aware, those are the ones that are going to be purchasing from the local restaurants. I think most of them chain I so I, every time I- Grafted Route is in Grand Blanc and I actually take their order, and there's a McDonald's right next to it. They are just lined up every single time there. Doesn't matter doesn't matter what time of the day, and I've noticed that in a lot of fast food chain restaurants since the COVID. I cannot believe the lines that are at these places. Boy, this sure interprets what I say strange.

**Interviewer** 25:05

Again, this is your map. Definitely correct me or make changes as much as you'd like. Sort of your understanding of the system. Hey, are there any other connections that jumped to mind?I will switch this around slightly but I will be listening.

**Participant 151** 25:43

Let's see. I suppose transportation is involved with lots of things.

**Interviewer** 26:02

Would you like to connect it to maybe?

**Participant 151** 26:18

There's a lot to absorb here.

**Q4: Which of these other values are important to the Flint food system that you want to include in your map?**

**Participant 151** 29:11

Well, partnerships. We have got, I think, a huge untapped potential for partnerships. We've got three hospitals, three colleges. We've got MSU Extension, we've got the CRIM Fitness Foundation. And if we could get all these groups together, it would be amazing if we could get the city of Flint to make it easier for people to grow food, and to actually sell it. We've got vacant buildings and a land bank, we've got vacant buildings all over. So that's another resource to tap for places that people can grow vacant land, vacant buildings, what I, what I, this is what I am thinking, This is my dream that we could have, in each neighborhood, I don't know, each ward? Something.

**Participant 151** 30:17

We could have our own little grocery store that was, you know, local, locally grown stuff that where neighbors could come and purchase in each neighborhood and each ward, whatever. If people couldn't get there, even though it's in their neighborhood, if they couldn't get there, maybe we had bicycle delivery or whatever. And I also feel that, again, this is education. Farmers, the growers need education. The growers, you know, they just aren't- "I think I'm gonna be a farmer!" Okay, and it's not gonna work out. So one of the things that I love is when the growers deliver, sometimes they're sitting around and chatting, and they're talking about, you know, I hear what they're talking about neem oil and other stuff.

**Participant 151** 31:15

So I think there needs to also be in addition to grow-well, that's actually part of grower education. But I think we need to connect the growers with each other, somehow, so that they can learn from each other. And then, in addition to learning from somebody else, I don't know somebody at MSU Extension whatever, I don't know, but education is embedded in this whole thing throughout. And it doesn't matter whether you're a consumer or a supplier. And like I said, we have all these resources, three hospitals, three colleges, MSU, CRIM, Landbank, Food Bank, all of those, we all need to be working together with [inaudible] the Food Hub and things too.

**Interviewer** 32:11

Maybe you want to add explicitly Flint Fresh into your map. If that's something that you'd be-

**Participant 151** 32:23

Yeah, we need to be in there.

**Interviewer** 32:25

Definitely, I, how would you like me to connect this? One way I could see would be connecting it to the farmers market. Another way would be use of retail.

**Participant 151** 32:42

Retail.

**Interviewer** 32:43

Gotcha.

**Participant 151** 32:44

Retail and restaurants. And I mean, we could be convenience stores too. But we're not going to go sell at the farmers market. So Flint Fresh would not sell at the farmers market. But we would sell, you know, to the restaurants, the convenience stores, the grocery stores.

**Interviewer** 33:11

Two connections that I've made here are sort of led up and hearing from you is that, you know, professional food hub does a lot they sourced from local producers, they also sort of create these partnerships. Are there other sort of ways that you would sort of connect Flint Fresh and Food Hub to the food system? Are there things that you can say they provide that they do?

**Participant 151** 33:42

I'm not what- what are you asking me?

**Interviewer** 33:44

Yeah, I'm not saying the words. I'm using the text mostly. But it's always saying what you're, it's not writing what you're saying. So what do you what?

**Interviewer** 33:56

How else would you connect it to the food system? Or here I can type it?

**Participant 151** 34:13

Well, obviously, we're very connected to the local growers. So how else are we going to connect it? We're- well, I mean, obviously, it's, we're providing nutritious food. So which is really key. Also, we do provide veggie boxes. So we're taking care of a transportation issue, okay? If I click on the picture, it's covering up part of the how do we make this go away? Okay, I think I'm just minimizing it, hopefully I'm not doing anything. Okay, there we go. And we can- Flint Fresh can continue to develop the partnerships that they have with organizations that come to us to provide boxes to their- I don't know what's the word I want. Clients?

**Participant 151** 35:35

So we need to continue, we need to continue strengthening these partnerships with other organizations, we had a huge grant from the Department of Health and Human Services that ended in, we got it twice. And it ended in September of the end of September of 2020. And, you know, if we can get more grant funding to provide more grant funding, and that's the other thing I started to say too, we've got in Flint, we've got the Community Foundation, we've got the Ruth Mott Foundation, we've got the Charles Stewart Mott Foundation. So we've got lots of people to, you know, the other ones I told you, colleges, universities, MSU, CRIM, whatever, those partners, but we've also got partners that have money in their pockets too.

**Participant 151** 36:31

We have those three organizations, and I mean, the Community Foundation has been involved with us and providing boxes, and they're involved, again, with providing some boxes. So some of the organizations that have funding are coming to us, they have grant funding, and they're coming to us to do something, as opposed to us having the grant funding and we're, you know, figuring out who to give back to who's whose food and secure and things like that. So we just have to continue with these partnerships and do more of that. And, you know there's actually in terms of who we're supplying boxes to. It's very little of individual people that are ordering boxes, most of our boxes are going out there some grant based box, okay? So there's not a lot of people buying boxes from us. And we really need to up that.

**Participant 151** 37:44

And I actually, I actually see, I actually see are the people that are buying the boxes from us, whether they're, whether they're, you know, buy it with their credit card, EBT, Double Up Food Bucks, whatever. I think that the people that are most interested in buying from us are those that have transportation issues, whether they don't have a vehicle, or they have physical issues that makes it difficult for them to get out. Those are the people that I think are the ones that primarily want our boxes, as opposed to somebody that wants to get a box because we have local produce.

**Participant 151** 38:26

But do you know that we also, we're not just providing local food? Do you know that?

**Interviewer** 38:37

Rene is?

**Interviewer 2** 38:38

Yes, yes. Yes, we're aware of that.

**Participant 151** 38:42

Okay.

**Interviewer 2** 38:44

You could say a little bit about that.

**Participant 151** 38:47

It was set up initially that way in 2017, that, you know, you could buy an a la carte box. And that's the stuff that most of it comes from the distributor, but that that's- and there are things on there, like right now, the apples that we have, if you pick the apples and the potatoes, those are local, and you pick spinach, you know, we might be able to have that local. Yeah. Yeah, we need to. We need to do things to make it more inviting for people to buy them. The one other than, you know, the ones that are getting it on a grant, they don't pick what goes in the box, we pick what goes then but yeah, and that's a whole nother issue.

**Interviewer 2** 39:32

But that's an important issue.

**Participant 151** 39:36

What's that?

**Interviewer 2** 39:37

That's an important issue.

**Participant 151** 39:39

Oh, okay.

**Interviewer 2** 39:44

This is a distinction between types of buyers or customers.

**Participant 151** 39:48

What's it? Oh, yeah.

**Participant 151** 39:53

So we're serving the people that are in need based on- well, the system, the organization coming to us and saying here, we've got this funding and supply boxes to these 25 people once a week, or what have you. So- so those are the most, that- that's the primary, that's primarily who we're serving. People that come to us that have funding and want us to supply the boxes every week or every other week, whatever they're doing, for X amount of people. And they don't pick anything that goes in their box, they have no idea what they have, that's local or not.

**Participant 151** 40:38

And then the people that are buying their boxes, whether it's how, regardless of how they're paying for it, they pick what goes in their boxes, so they have a little bit more sense of ownership in it. But I feel like there's, I feel like there's not, and I've shared this with our director, because last year after COVID hit, that's, that's when that's, that's my downtime, because there's less local available, produce available, and I became the Flint Fresh social worker. And I feel that all kinds of phone calls or food and otherwise, but I always am dealing and filling orders for people. I felt like, okay, if they need it for I don't know, a month, or that's fine.

**Participant 151** 41:28

But what we offer never changes. It's the same stuff, you can- it you can order anything you want, like you can at Meijer or whatever and pick it up, we have a drop down menu, and you have to pick from what's available from our drop down menu, and it doesn't really change. And to me, there's not enough substance, I suggested that we add green beans, cabbage, broccoli, and I said, and whether it's added it's part of the drop down menu, or whether it's, you can get this for an additional charge or whatever. But I just feel like, okay, that's been the same thing for since 2017. And it hasn't changed.

**Participant 151** 42:11

Yeah, and I just think we need to and we also need to let them know what is local. And whenever I place an order for somebody on the phone, and if they pick, you know, if I tell them, if you pick apples, they'll be local, and the potatoes will be local and things like that. But it is a bit harder now to do that to to provide local in the boxes, because the new director changed how- how the timeline for when people have to have their orders in. So before you had to have your order in by 5pm on Thursday, I believe. And so then we could buy from the local growers on Friday to fill those orders for the following week. Well, now it's continual, there's no order deadline. So it makes it harder to provide local stuff. And I know you interviewed my director too.

**Interviewer 2** 43:13

But you get different perspectives, right, because you're not experiencing this in exactly the same way. That's why we were super excited about getting your getting your insights-

**Participant 151** 43:29

This is my opinion. Okay, if I, if I was, if I wanted to use Flint, fresh on a regular basis to get a box of fruits and veggies delivered, I think, well, this is boring. I'm picking the- you know, nothing changes on it. And, and you know, I've kind of paid attention to what people would say to me when I'm placing the orders, "Do you have, do you have?" You know, and that's why I said I really think you know, we can get some green beans, broccoli and cabbage, that would be a good start. And yeah, but it didn't happen. And I have had somebody tell me, well, I can buy this at the grocery store for the same amount of money or less money. I don't remember, you know, I've had people tell me that too. So it might be a good thing to compare. How much of it is how much our items are costing the contents of the veggie boxes, how much do they cost compared to what is available for them to if the person purchased it at the store? I mean, yes, I know they're convinced they're paying for convenience, but we still have to make it a good deal. I think.

**Participant 151** 44:58

I'm thinking don't quote me on this, but I think that when we first started the veggie boxes in 2017, May of 2017 was when they first started. They already had the mobile market up and running. But a postcard went to every single citizen, every household in the city of Flint. And I think that we would, I don't think we, maybe we were in the 40s. But I don't think we ever delivered more than 50 boxes a week. And I'm talking people buying them. And I'm not talking about grant funded boxes, just residents buying boxes. So, you know, if we didn't have the grant funded boxes, we'd be in a sorry state.

**Interviewer** 45:54

Awesome. Well, I want to check in about some of these connections that I've made. So more recently, but also earlier on in our conversation, you talked about how, you know, some of the barriers to sourcing local was the price of food, like people are price motivated, and then convenience. So I added that and sort of increased food sourcing class, if that's an okay way to put it, of local versus sort of national or global agriculture.

**Participant 151** 46:33

Hang on, I'm still trying to read this, so. Okay, so right, yes, they want price and convenience. That's whether it's an individual buying it or a restaurant or whatever.

**Interviewer** 46:54

One thing I want to talk about is, you've said how important and useful partnerships can be in Flint. What have been some barriers to partnerships that you've seen or experienced?

**Participant 151** 47:13

I don't know. You know, I was involved in local food stuff on my own initially. And then my first job with local foods was in March of 2017. But what I had been told was there, there were a lot of banging heads between different groups and not trusting and things like that. But that's, I haven't experienced that because I haven't been around that long and things. There haven't been a lot of partnerships. And MSU we had Terry McLean retired from MSU, unfortunately, Extension. And that I think that's the big void. So, and I don't know how much one of the things I said in partnerships was, you know, the hospitals and all the colleges that we've got around there.

**Participant 151** 48:15

So that's six resources right there. I don't really know. I don't know how much. I don't know how many attempts have been made. For partnerships with them. I have no idea. I mean, Hurley initially, actually this is back when I worked at Keep Tennessee County Beautiful. They applied for a grant from us that they got and they built. They built a garden right across the street from the hospital that's what, that's how Edible Flint started over there. They started that- it went to the demonstration garden for Edible Flint after Hurley was done with it. And so we've certainly got a lot of potential here with these big institutions.

**Participant 151** 48:59

And I think we need to figure out how to tap into them, because we also probably lots of funding, and we got to get the city on board instead of- I remember a gal, an older lady who had put a hoop house up and there was horrible- it was absolutely awful, because she didn't- it wasn't an accessory building because she didn't live on the land was just awful. And so we need to make it easy for growers to produce food and easy for them to sell it. So we need to get the city of Flint on board too. And like I said, all these vacant buildings and vacant land with the land bank, there's potential for places to grow.

**Participant 151** 49:50

And I know that has anybody mentioned to you that I can't remember the name of it, but there's a pair of pastor Reggie Flynn and they are- they've been trying to start a co-op. I don't know the status of that. It's been ongoing. I- I'm trying to remember if they have secured a building or what is that ever? Has it been brought up to you?

**Participant 151** 50:24

I don't know where I don't know what's happening with it. I don't know what stage it's at. But that's what would be lovely to have in all these little- in these neighborhoods, you know, we would need to have something like that. And all these neighborhoods and you know, we've got actually another partnership or resource. We've got a lot of people, older people in Flint, who have been growing food for a long time and know how to do it. You know, so they're a great resource as well. Are you dizzy yet? Oh, yes, you do this so fast.

**Interviewer 2** 50:25

Mmhmm.

**Interviewer** 50:25

Mmhmm.

**Participant 151** 50:27

I don't know, if you knew that your brain looks so beautiful inside.

**Participant 151** 51:33

What? Say that again?

**Interviewer 2** 51:35

I said, I don't know if you knew how beautiful your brain looks inside. This is your brain on paper.

**Interviewer** 51:47

Well, we wanted to start with these different sectors and these different values. But we also want to open it up to you if there are any other concepts that you want to add to the math that we haven't talked about yet. Any other values or outcomes that you think are important, and not yet reflected?

**Participant 151** 52:16

Let's see values. Let me look here. I mean just think about if we could have, if we could have, whether it's a plot of land, that people are growing on or a building in each of the wards or each something, whatever that something is. This is about community empowerment there. Real sense of ownership and everything else. And respect, quality of life being respected.

**Participant 151** 53:07

Maybe even maybe even, maybe even we do, okay, income is an issue. Maybe we even have people growing things and they trade. There's something more formal setup so people trade, not just like individual couple of neighbors doing it. But maybe there's some sort of mechanism to promote that.

**Q9: So now considering your map of the current Flint food system, how would you make changes to improve it?**

**Participant 151** 54:10

We've got work on the partnerships. Nobody can do this alone. So I think that we have, the first thing we need to do is we need to make and or strengthen partnerships because we can't move ahead with any of this other stuff. Until we have that in place because: A, we need manpower, expertise, and money and all these various partners. If we put them all together, we can have that.

**Participant 151** 54:51

I don't know if I'm being too general, but that's my feeling. You got to start at the top and work down.

**Interviewer** 55:02

Any other library? I've already written down like six things that you've mentioned that, you know, aren't happening right now, but would be great. Anything else?

**Participant 151** 55:24

Well, I don't have anybody, I have all local partners. I don't have any. I don't have any you know, any partners on a regional or national level or anything. I don't know. I know that, you know, Flint for the primary funder for Flint, fresh, I think was the MDE, Michigan Department of Education. So I don't know if that's another potential partner. I don't- I'm a little overwhelmed right now.

**Q12: We’ve talked a lot about different food system sectors and values, and the impact of COVID-19. Is there anything important about this conversation that I forgot to ask you, or something that you want to add?**

**Participant 151** 59:34

I think value, value everybody's partnership. Whoever, whoever your partners or whoever the partners we develop, value all of all of them all of their thoughts and value what the individual says and don't let it be that it's one person from an organization that's- that's being heard or making decisions, make it be multiple, multiple people at the table, multiple people heard, multiple people making decisions.